

fig. 1

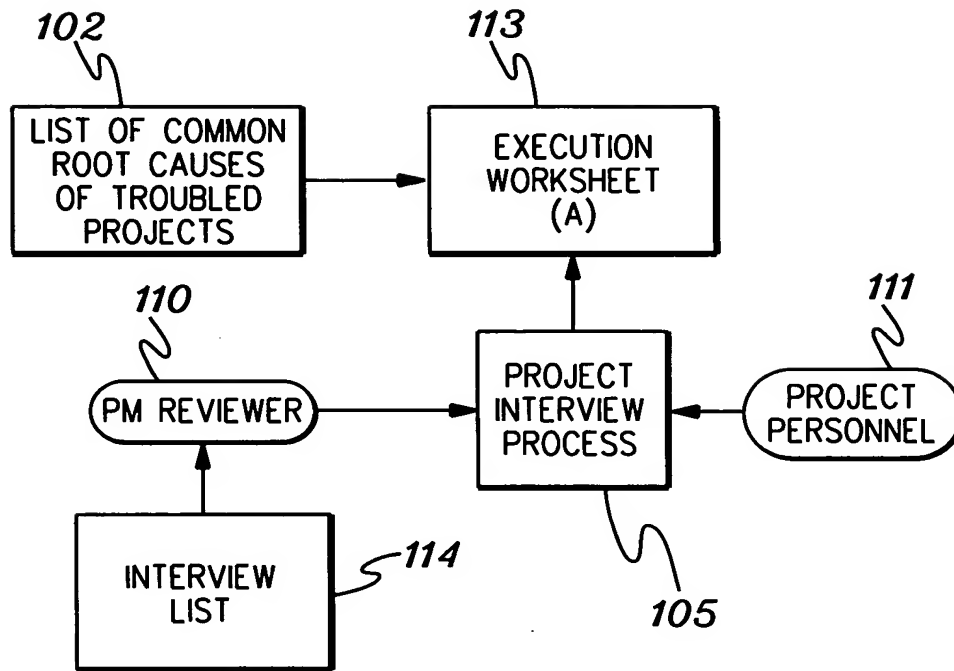


fig. 2

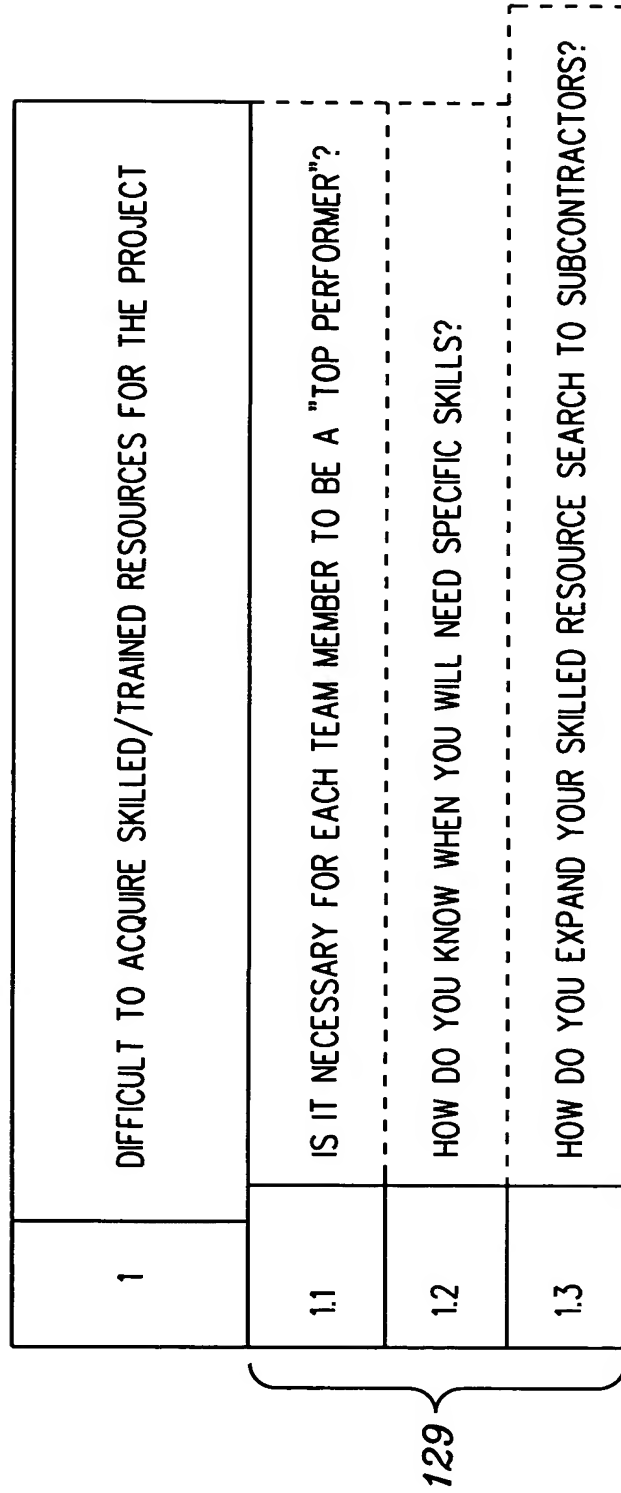


fig. 2A

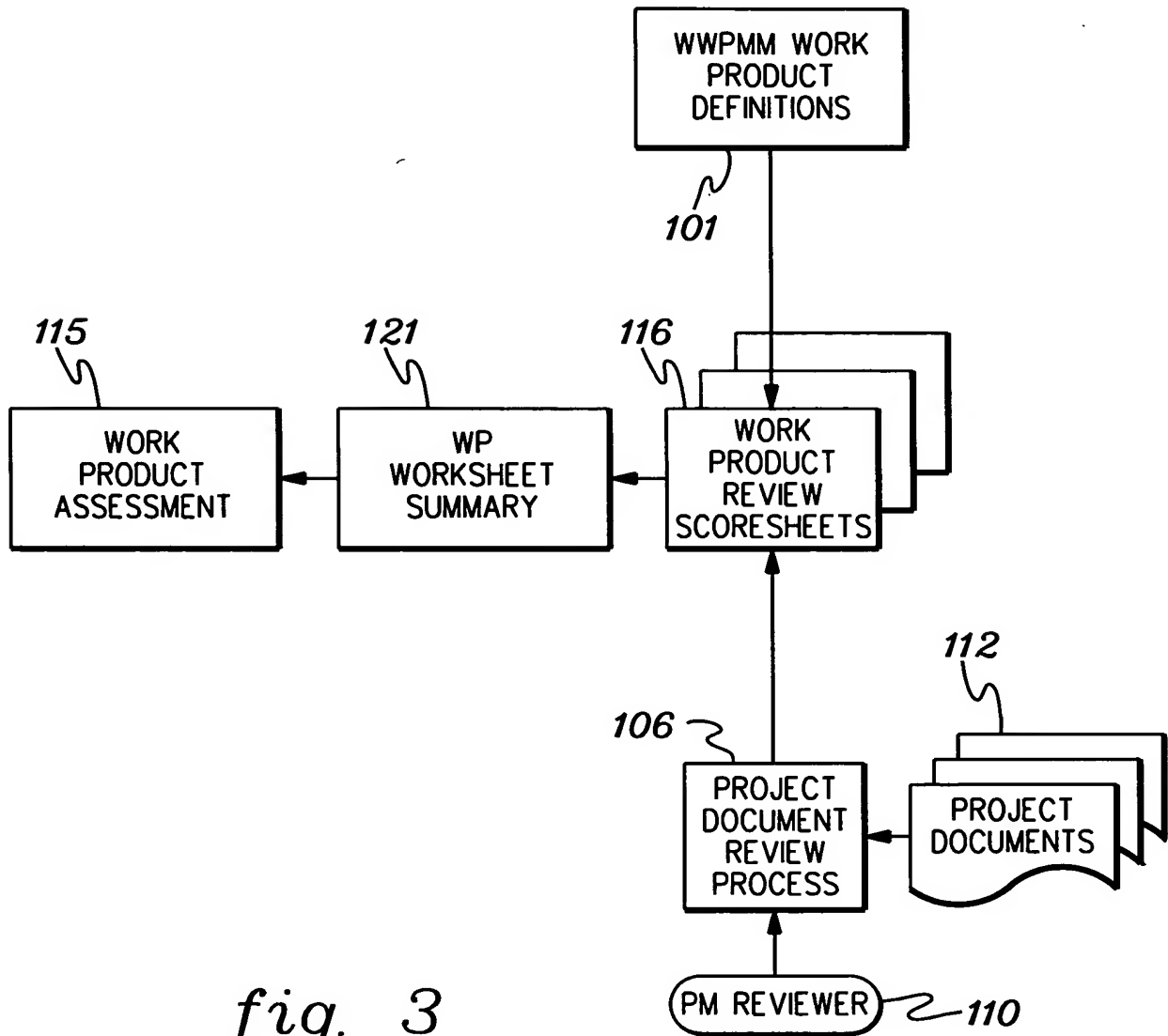


fig. 3

WORK PRODUCT ASSESSMENT: ISSUE DOCUMENT						
ASSESSMENT RATING(1-5)		2				
3.1.4 ISSUE DOCUMENT		CLIENT EQUIVALENT PRODUCT NAME:				ABCD.xls
		FIELDS (Y/N)	VALUE OF FIELD	EQUIVALENT FIELD NAME		NOTES
WPPM FIELD NAME	DESCRIPTION					
ISSUE SUMMARY						
ISSUE IDENTIFIER		N	REQUIRED			
SHORT DESCRIPTION	AN ABBREVIATED DESCRIPTION. IF POSSIBLE, USE KEYWORDS THAT CAN QUICKLY DIFFERENTIATE IT FROM OTHER ISSUES.	N	REQUIRED			
PRIORITY	HIGH,MEDIUM,LOW,FOR EXAMPLE	N	REQUIRED			
DATE RAISED		N	REQUIRED			
STATUS	OPEN, ANALYZED,ESCALATED, CLOSED,FOR EXAMPLE	Y	REQUIRED			

fig. 3A

WORK PRODUCT ASSESSMENT: ISSUE DOCUMENT (CONTINUED)

ISSUE DESCRIPTION						
DESCRIPTION OF THE ISSUE	A COMPLETE AND DETAILED DESCRIPTION OF THE ISSUE. SYMPTOMS AND FACTS THAT ARE CAUSING CONCERN	Y	REQUIRED			
ISSUE TYPE	TYPES ARE DEFINED BY THE PROJECT BASED ON ITS SPECIFIC NEEDS FOR GATHERING STATISTICS AND RETRIEVAL OF THE INFORMATION. REPRESENTATIVE TYPES ARE "ISSUE INVOLVING THE SPONSOR," "ISSUE INVOLVING THE PROJECT TECHNICAL ENVIRONMENT," "ISSUE DEALING WITH FEATURE"	N	REQUIRED			
ROOT CAUSE	THE PRIMARY CAUSE OF THE ISSUE. IDENTIFYING THE CAUSE IS REQUIRED FOR DEFINING THE RESOLUTION	N	REQUIRED			
RAISED BY	THE NAME OF THE PERSON WHO RAISED THE ISSUE	N	REQUIRED			
ISSUE CONSEQUENCES	DESCRIPTION OF THE IMPACT THE ISSUE IS HAVING OR IS LIKELY TO HAVE ON THE PROJECT AND THE OPTIMAL TIME FRAME FOR RESOLUTION	N	REQUIRED			

fig. 3A'

WORK PRODUCT ASSESSMENT: ISSUE DOCUMENT (CONTINUED)

RESOLUTION	DESCRIPTION OF THE ACTIVITIES NEEDED OR THAT HAVE BEEN PERFORMED TO RESOLVE THE ISSUE. THE DESCRIPTION OF THE RESOLU- TION MAY ALSO BE FOUND VIA THE LINKS TO OTHER DOCUMENTS.	N	REQUIRED		
TARGET DATE	THE PLANNED DATE FOR ISSUE RESOLUTION	N	REQUIRED		
OWNER	NAME AND ROLE OF THE PERSON RE- SPONSIBLE FOR RESOLVING THE ISSUE	N	REQUIRED		
RELATED ACTIONS	LIST THE ACTIONS REQUIRED TO THE ISSUE. REFERENCE ANY ACTION CON- ACTION CONTROL DOCUMENTS RELATED TO THIS ISSUE	N	REQUIRED		
ISSUE HISTORY	ADDITIONAL COMMENTS AS NEEDED TO TRACE THE ISSUE AND RESOLUTION OF THE ISSUE.	N	REQUIRED		
TOTAL REQUIRED FIELDS		2	15		
REQUIRED FIELD PERCENTAGE		13%	SCORING		
DATA CURRENCY (Y/N)		Y	2		
DATA FREQUENCY (Y/N)		N	10		
DATA QUALITY (0-10)		5	0		
DOCUMENT EXISTS (Y/N)		Y	5		
ASSESSMENT			10		
			2		

fig. 3A''

WORK PRODUCT ASSESSMENT: WORKSHEET SUMMARY

ID	WORK PRODUCT	DESCRIPTION	PURPOSE	DOCUMENTATION	ASSESSMENT
3.1.1	DELIVERABLE DEFINITION	A DELIVERABLE DEFINITION PROVIDES A DESCRIPTION OF A DELIVERABLE AND ITS COMPONENTS, AS WELL AS THE ASSOCIATED DELIVERY AND ACCEPTANCE CONDITIONS. A DELIVERABLE DEFINITION ALSO PROVIDES THE STATUS OF THE DELIVERABLE. A DELIVERABLE IS ANY VERIFIABLE OUTCOME DEFINED IN AN AGREEMENT THAT MUST BE PRODUCED BY A PROJECT OR A SUBPROJECT. INCLUDED ARE PRODUCTS OR SERVICES PROVIDED BY THE DELIVERY ORGANIZATION TO THE SPONSORING ORGANIZATION OR BY A SUPPLIER TO THE DELIVERY ORGANIZATION	THE PURPOSE OF A DELIVERABLE DEFINITION IS TO FORMALIZE WHAT THE RELEASING AND ACCEPTING PARTIES HAVE AGREED REGARDING: WHAT THE DELIVERABLE IS AND OF WHAT IT IS COMPOSED. WHEN THE DELIVERABLE WILL BE RELEASED. WHICH ACCEPTANCE CRITERIA HAVE TO BE MET BY THE DELIVERABLE. WHICH PROCESS WILL BE USED TO CHECK THOSE ACCEPTANCE CRITERIA. THE DELIVERABLE DEFINITION IS NOT INTENDED TO BE A DEVELOPMENT VIEW OF ...		4
3.1.2	DELIVERY CONTROL DOCUMENTATION	THE DELIVERY CONTROL DOCUMENTATION ACCOMPANIES A DELIVERABLE FROM THE TIME IT IS RELEASED UNTIL IT IS ACCEPTED. THE DELIVERY DOCUMENTATION HAS TWO SUB-TYPES DEPENDING ON HOW RELEASING AND ACCEPTING ROLES ARE DISTRIBUTED: THE PROJECT RELEASES THE DELIVERABLE AND IT IS ACCEPTED BY EITHER AN EXTERNAL SPONSOR OR ANOTHER COMPANY ENTITY.	THE PURPOSE OF THE DELIVERY CONTROL DOCUMENTATION IS: FOR THE RELEASING ROLE, TO CLEARLY IDENTIFY AUTHORIZATION TO RELEASE AND TO RECORD NOTIFICATION FROM THE ACCEPTING PARTY ABOUT THE DELIVERABLE BEING RELEASED, ACCORDING TO THE PLANS AND AGREEMENT. FOR THE ACCEPTING ROLE IMMEDIATELY AFTER THE RELEASE, TO RECORD THAT THE DELIVERABLE SEEMS COMPLETE SO THAT VALIDATION WORK CAN START. FOR THE ACCEPTING ROLE AFTER THE	REQUIRED	5

fig. 3B

3 WORK PRODUCT ASSESSMENT: WORKSHEET SUMMARY (CONTINUED)

ID	WORK PRODUCT	DESCRIPTION	PURPOSE	DOCUMENTATION	ASSESSMENT
3.1.3	FINDINGS LOG	<p>THE SUBCONTRACTOR RELEASES THE DELIVERABLE AND IT IS ACCEPTED BY THE PROJECT ORGANIZATION.</p> <p>THE FINDINGS LOG IS A RECORD OF THE IDENTIFICATION AND RESOLUTION OF FINDINGS. AS VALIDATION TAKES PLACE, THE FINDINGS LOG IS CREATED AND UPDATED AT THREE DISTINCT STAGES OF THE PROJECT:</p> <p>DELIVERABLES RECEIVED FROM A SUB-CONTRACTOR ARE VALIDATED BY THE DELIVERY ORGANIZATION. DELIVERABLES THAT ARE TO BE RELEASED TO THE SPONSOR ARE VERIFIED AND VALIDATED INTERNALLY BY THE DELIVERY ORGANIZATION, OFTEN BY A TESTING FUNCTION THAT IS INDEPENDENT OF THE DEVELOPMENT FUNCTION. DELIVERABLES RELEASED BY THE DELIVERY ORGANIZATION ARE VALIDATED BY THE SPONSOR OR...</p>	<p>VALIDATION WORK AS BEEN PERFORMED, TO RECORD NOTIFICATION TO ACCEPT OR REJECT</p> <p>THE FINDINGS LOG IS NEEDED TO FACILITATE THE MANAGEMENT OF THE DELIVERABLES DURING THE VALIDATION PROCESS UNTIL THEY ARE ACCEPTED BY THE RECEIVING ORGANIZATION. THE MANAGEMENT OF THE DELIVERABLES IS PERFORMED BY CONTROLLING THE RESOLUTION OF ANY FINDINGS THAT ARE IDENTIFIED.</p>		0
3.1.4	ISSUE DOCUMENT	<p>AN ISSUE IS A MATTER OF CONCERN ON A PROJECT.</p> <p>THE ISSUE DOCUMENT DESCRIBES, IN DETAIL, THE ISSUE AND PROVIDES A COMPLETE HISTORY OF IT AS IT MOVES THROUGH ANALYSIS AND RESOLUTION.</p>	<p>THE PURPOSE OF AN ISSUE DOCUMENT IS TO RECORD THE DETAILS OF AN ISSUE IN ORDER TO SUPPORT ITS ANALYSIS AND THEN FOLLOW UP ITS RESOLUTION</p>	REQUIRED	2

fig. 3B

3.1		WPs IN THE PROJECT SCOPE MANAGEMENT DOMAIN	ASSESSMENT (0-5)
3.1.1		DELIVERABLE DEFINITION	4
3.1.2	R	DELIVERY CONTROL DOCUMENTATION	5
3.1.3		FINDINGS LOG	0
3.1.4	R	ISSUE DOCUMENT	2
3.1.5		PRODUCT BREAKDOWN STRUCTURE	4
3.1.6	R	PRODUCT DEFINITION	4
3.1.7		WORK PRODUCT LIST	4

fig. 3C

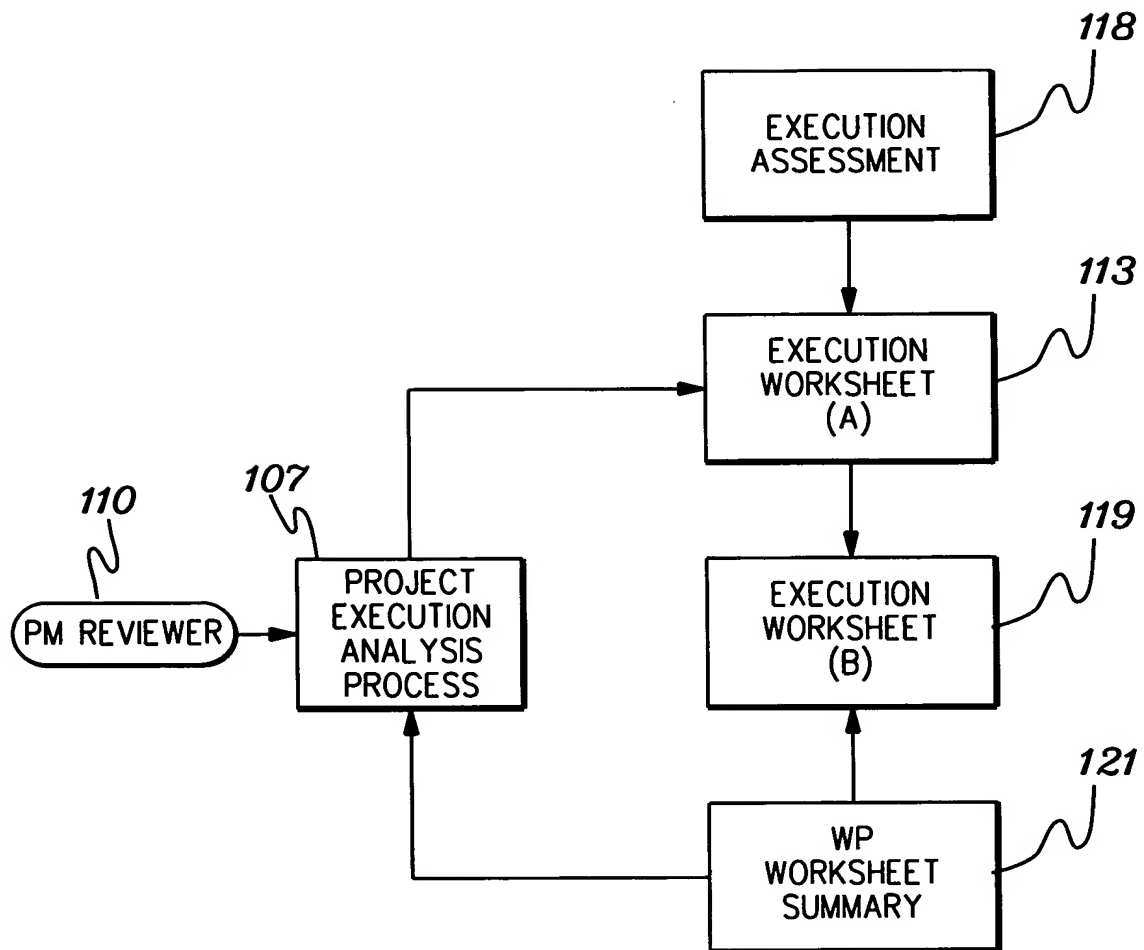


fig. 4

	1.1 PEOPLE RESOURCES	IMPACT	STRENGTH OF EVIDENCE
		TOTAL	
1.1.1	DIFFICULT TO ACQUIRE SKILLED/ TRINED RESOURCES FOR THE PROJECT	-5	4
1.1.2	INEFFECTIVE OR UNCLEAR PROJECT ORGANIZATION AND ROLES	-2	3
1.1.3	UNPLANNED TURNOVER OF KEY PROJECT TEAM MEMBERS	0	0
1.1.4	FAILURE OF KEY SUBCONTRACTOR TO DELIVER	-6	5
1.1.5	POORLEY CONSTRUCTED OR UNAUTHORIZED SUBCONTRACTS	0	0
1.1.6	UNDERMINED MOTIVATION	0	0
1.1.7	WEAK/PROBLEM PERSONNEL	0	0
1.1.8	UNCONTROLLED PROBLEM EMPLOYEES	0	0
1.1.9	HEROICS	-3	3
1.1.10	ADDING PEOPLE LATE	0	0
1.1.11	NOISY, CROWDED OFFICE	0	0
1.1.12	FRICTION BETWEEN DEVELOPERS AND CLIENT	-3	2
1.1.13	UNREALISITIC EXPECTATIONS	-6	3
1.1.14	LACK OF EFFECTIFE PROJECT SPONSORSHIP	0	0
1.1.15	LACK OF STAKEHOLDER BUY-IN	0	3
1.1.16	LACK OF USER INPUT	-2	3
1.1.17	POLITICS PLACED OVER SUBSTANDE	0	0
1.1.18	WISHFUL THINKING	-6	4

fig. 4A

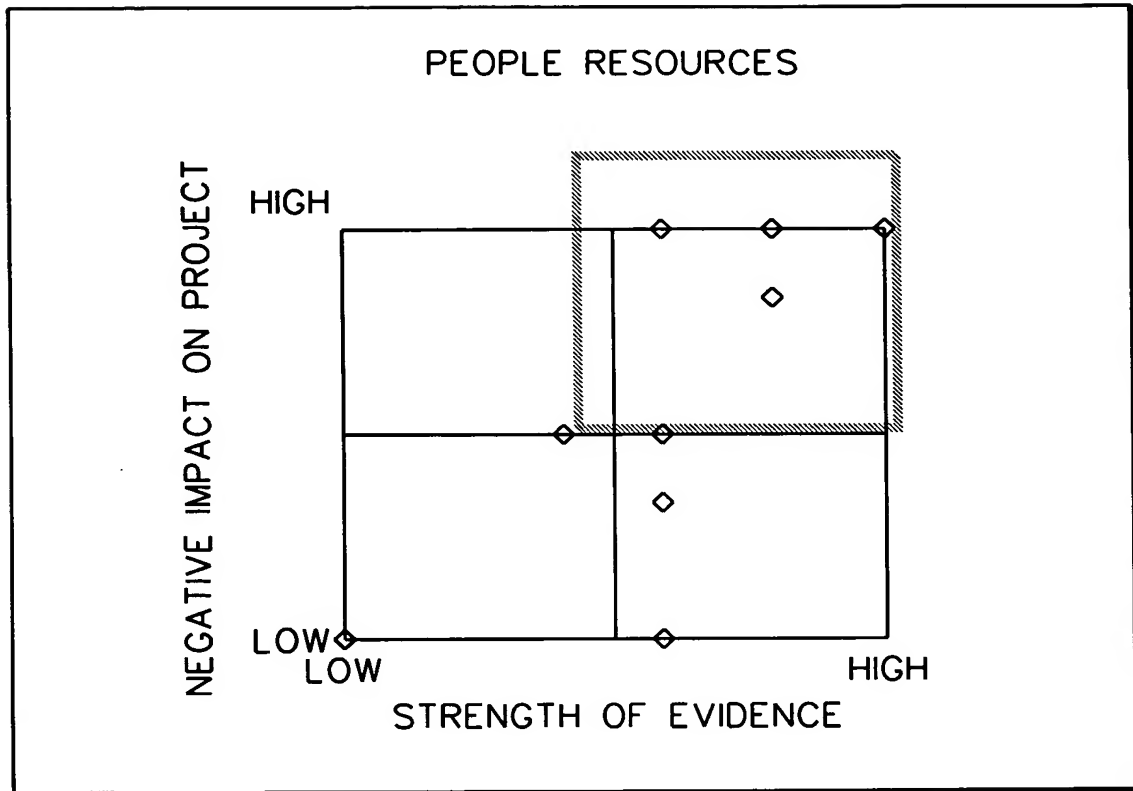


fig. 4A'

ID	ISSUE CAP	INTERVIEW QUESTIONS	ADDITIONAL CONSIDERATIONS	EXAMINED PMBOOK PROCESSES	EXAMINED WORK PRODUCTS	STRENGTH OF EVIDENCE	IMPACT: COST
1.1		PEOPLE/RESOURCES					
1.1.1		DIFFICULT TO ACQUIRE SKILLED/TRAINED RESOURCES FOR THE PROJECT			ORGANIZATION BREAKDOWN HUMAN RESOURCE PLAN	4	-2

fig. 4B

ID	ISSUE CAP	INTERVIEW QUESTIONS	STRENGTH OF EVIDENCE	EXAMINED WORK PRODUCTS	WORKBOOK ID	WP ASSESSMENT (AVG)
1.1		PEOPLE/RESOURCES				
1.1.1		INABILITY TO ACQUIRE SKILLED RESOURCES FOR THE PROJECT	4	ORGANIZATION BREAKDOWN HUMAN RESOURCE PLAN	3.5.4 3.5.3	3.0
1.1.2		INEFFECTIVE OR UNCLEAR PROJECT ORGANIZATION AND ROLES	3	ORGANIZATION BREAKDOWN HUMAN RESOURCE PLAN	3.5.4 3.5.3	3.0

fig. 4C

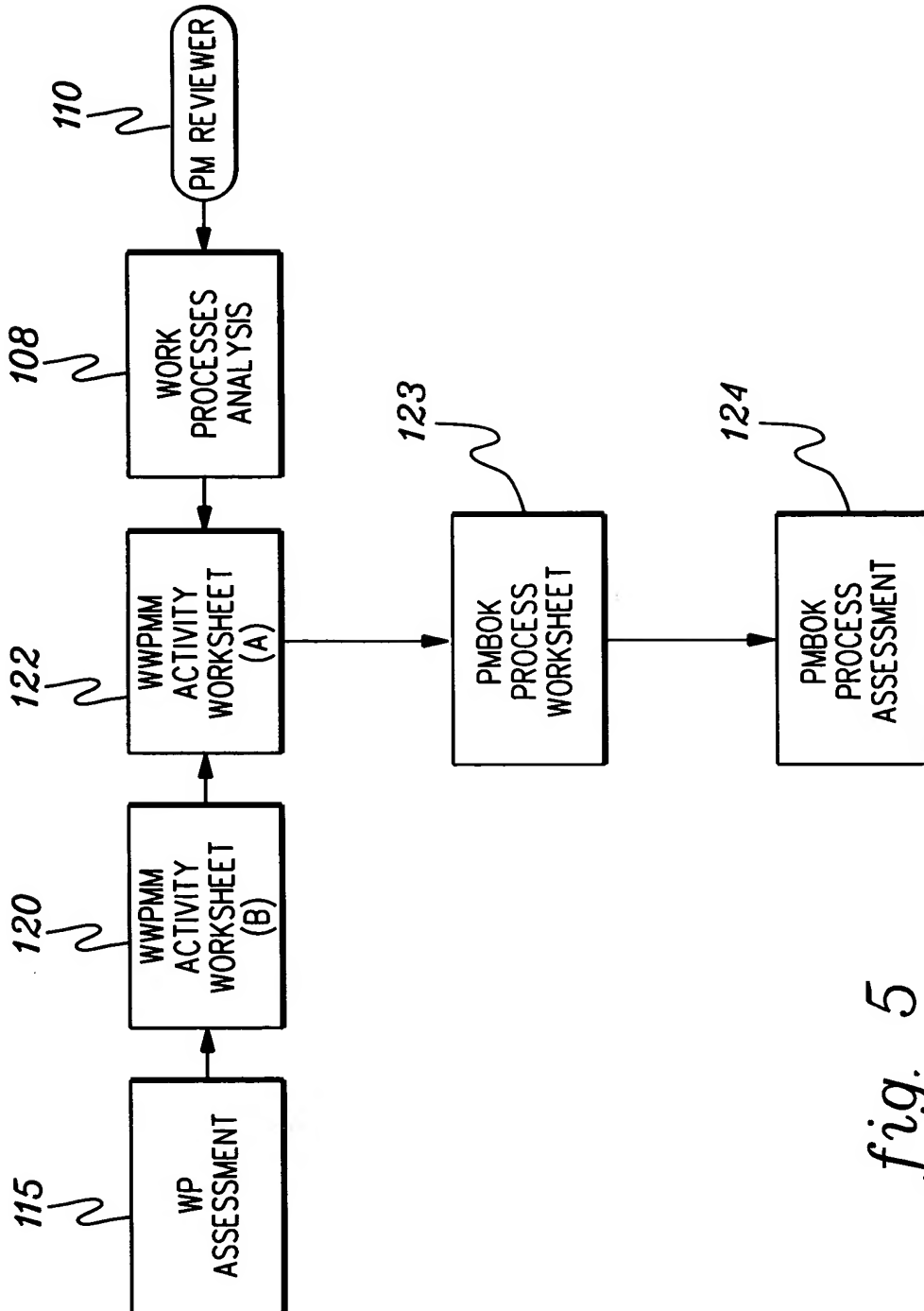


fig. 5

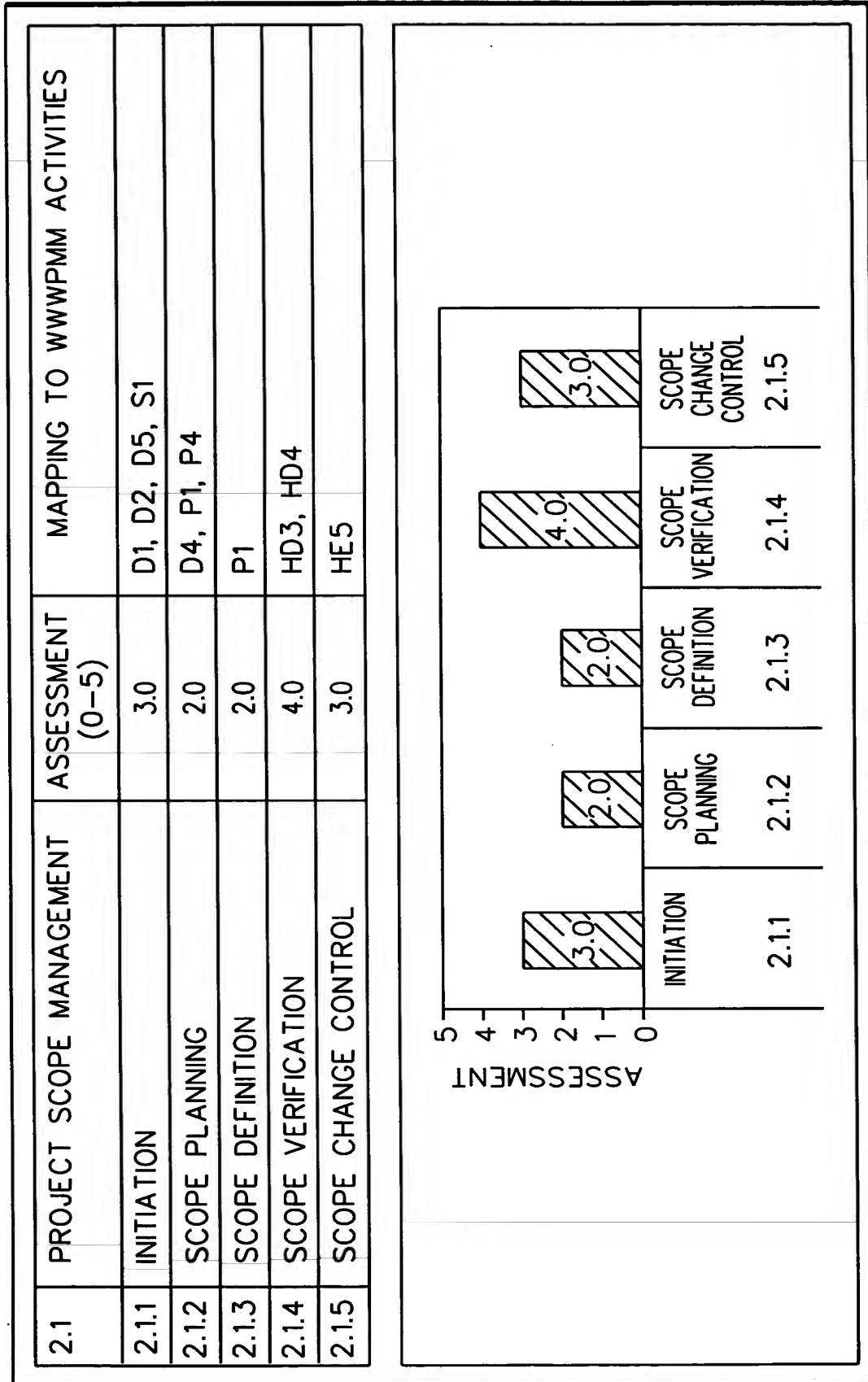


fig. 5A

					3.1 SCOPE								3.2 TIME			3.3 COST		3.4 QUALITY		3.5 HUMAN RESOURCES					3.6 COMMUNICATIONS												
ID	WPPM CAT	WPPM ACTIVITY	WORK PRODUCT DEPENDENCIES (WORKBOOK IDs)	DEPENDENT WP ASSESSMENT (AVG)	3.1.1	3.1.2	3.1.3	3.1.4	3.1.5	3.1.6	3.1.7	3.2.1	3.2.2	3.2.3	3.2.4	3.3.1	3.4.1	3.4.2	3.4.3	3.5.1	3.5.2	3.5.3	3.5.4	3.5.5	3.5.6	3.5.7	3.5.8	3.6.1	3.6.2	3.6.3	3.6.4	3.6.5	3.6.6	3.6.7			
D DEFINING																																					
D1		UNDERSTAND OBJECTIVES AND PLAN DEFINING ACTIVITIES	3.1.6	4.0							4																										
D2		DEFINE TARGET SOLUTION	3.1.6	4.0							4																										
D3		DESCRIBE OVERALL APPROACH	3.1.6	4.0							4																										
D4		SHAPE PROJECT	3.5.4, 3.5.5, 3.1.7	2.0							4																						2.0				

fig. 5B

ID	WPPMM CAT	WPPMM ACTIVITY	MAPPING TO PMBOK PROCESSES	LINKAGE TO ISSUES	WPPMM WORK PRODUCT ASSESSMENT (0-5)	WPPMM ACTIVITY ASSESSMENT (0-5)	RATIONAL FOR ASSESSMENT (BRIEF EXPLANATION)	EXISTENCE (0,1)	VALIDATION (2,3)
D DEFINING									
D1		UNDERSTAND OBJECTIVE AND PLAN DEFINING ACTIVITIES	2.1.1	1.1.13, 1.1.14, 1.1.15, 1.2.10	4.0	3	PROGRAM OBJECTIVES DEFINED, PLAN DEFINED	PROCESS DEFINED OR COMPLETED	PROJECT OBJECTIVES ENCAPSULATED BY PROJECT CHARTER IN PROJECT DEFINITION WP
D2		DEFINE TARGET SOLUTION	2.1.1		4.0	3	TARGET SOLUTION DEFINED		(VALUE ADD)
D3		DESCRIBE OVERALL APPROACH		1.2.3, 1.2.16	4.0	4	OVERALL APPROACH DEFINED	PROCESS DEFINED	PROJECT SCOPE
D4		SHAPE PROJECT	2.1.2, 2.5.1, 2.8.1, 2.8.2	1.1.1, 1.1.2	2.0	2	PROJECT SHAPED AT HIGH LEVEL	PROCESS DEFINED OR COMPLETED	REVIEW ORGANIZATION BREAKDOWN STRUCTURE, PROJECT DECISION STRUCTURE, WORK PRODUCT LIST (PWO) WPs
D5		ASSES PROJECT PLAN	2.1.1		4.0	3	SCOPE SET AT HIGH LEVEL		

fig. 5C

					DEFINING				
ID	DOMAIN	PMBOK PROCESSES	MAPPING TO WWPMM ACTIVITIES	PMBOK PROCESS ASSESSMENT (0-5)	D1	D2	D3	D4	D5
2.1 PROJECT SCOPE MANAGEMENT									
2.1.1		INITIATION	D1, D2, D5, S1	3.0	3	3			3
2.1.2		SCOPE PLANNING	D4, P1, P4	2.0				2	
2.1.3		SCOPE DEFINITION	P1	2.0					
2.1.4		SCOPE VERIFICATION	HD3, HD4	4.0					
2.1.5		SCOPE CHANGE CONTROL	HE5	3.0					

fig. 5D

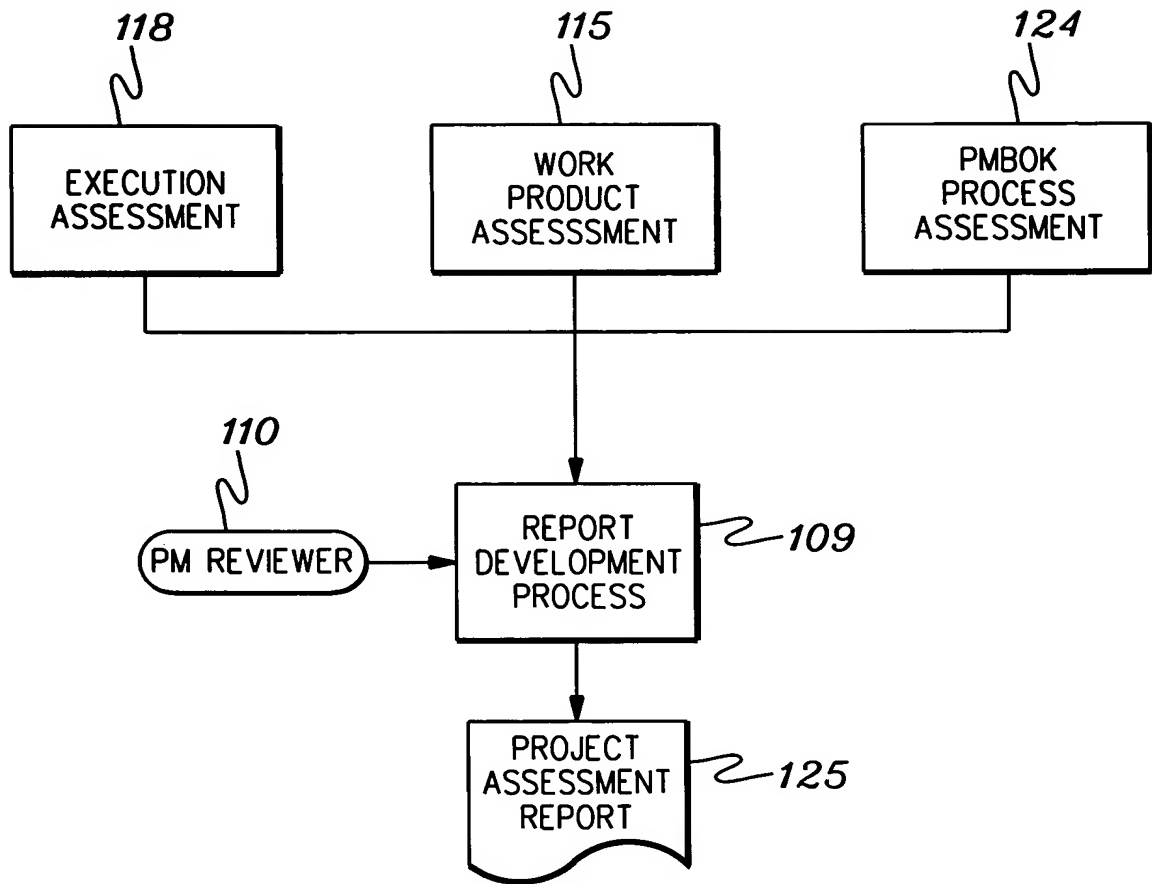


fig. 6